

# Information Technology (IT) Initiative

## Business Case Responses for BYs 2003 & 2004

Please type your responses in the white answer blocks provided and return the electronic copy of this document to Treva Lutes by April 26<sup>th</sup>. Please do not modify the shaded rows of the table. These rows contain special codes that we will use to populate a database automatically.

### 1.0 General Background

#### 1.1 Initiative Name

Financial Management System (FMS) – Modernization Integration and Oracle Upgrade

#### 1.2 Initiative Description

One of the initial modernization efforts at Federal Student Aid (FSA) involved the implementation of the Financial Management System (FMS) over four phases. As a key component of the FSA Modernization effort, the Financial Management System is currently providing significant benefit and financial control for FSA. The FMS Modernization Integration and Upgrade initiative has two key objectives: Provide integration for a number of FSA reengineered subsystems and perform the upgrade to Oracle Federal Financials Release 11i.

FMS will develop and deploy the necessary interfaces and extensions to FSA FMS in order to be fully operational with other FSA systems, which are undergoing transformation. These include the Direct Loan Servicing System (DLSS), Direct Loan Consolidation System (DLCS), Debt Management Collection System (DMCS) and National Student Loan Data System (NSLDS) initiatives. The use of the Enterprise Application Integration (EAI) will be required in order to accomplish this objective. In addition, this initiative includes integration efforts with the Department of Education as modernized systems are deployed.

FMS was established on Oracle Federal Financials Release 11.0.3. Oracle Corporation has developed additional capability and functionality within its Release 11i. In order to achieve additional functionality and to keep FSA's accounting system current with support, the upgrade to 11i is a key requirement for FSA.

This initiative is very dependent on other Integrated Product Team (IPT) initiatives as well as entities external to FSA. Based upon the information we have available at this time, the following summarizes the anticipated scope areas:

- Upgrade to Oracle Federal Financials Release 11i
- Interfaces to support Modernization efforts for DMCS Reengineering, DLSS Reengineering (Common Servicing for Borrowers), DLCS) Reengineering, NSLDS II and other reengineering efforts, including integration with EAI for this initiatives
- Enhanced coordination and integration with the Department of Education's financial management systems
- Potential ongoing enhancements due to Forms 2000 (Guaranty Agencies), Lender Redesign and Common Origination and Disbursement (COD)

### 1.3 Initiative Type

Business Process Support System  
Financial Management System ☒ X  
Non-Financial Management System \_\_\_\_\_

Program Delivery System  
Financial Management System \_\_\_\_\_  
Non-Financial Management System \_\_\_\_\_

IT Infrastructure \_\_\_\_\_  
IT Services \_\_\_\_\_  
General Office Automation \_\_\_\_\_

### 1.4 Contact Information

	Name	Principal Office	Phone Number
Project Manager	Paul Stonner	FSA	202 377 3494
Program Manager	Paul Stonner	FSA	202 377-3494
Project Sponsor	Jim Lynch	FSA	202 377-3401
Contracting Officer	Janet Scott	FSA	202.377.3377
Contracting Officer's Representative	Carol Siefert	FSA	202.377.3506

## 2.0 Business Process

### 2.1 Business Process Support

<input type="checkbox"/> Grants <input type="checkbox"/> Evaluation <input type="checkbox"/> Research <input type="checkbox"/> Information <input type="checkbox"/> Dissemination <input type="checkbox"/> Enforcement <input type="checkbox"/> Resource <input type="checkbox"/> Management & Administration <input type="checkbox"/> Loans <input checked="" type="checkbox"/> Other: Financial Management _____	The FSA FMS supports the organizational function to become an integrated financial management system and manage the flow of financial and/or financial-related information across all of FSA's information systems. This information is utilized across all FSA channels, enterprise areas, partners and stakeholders.
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## 2.2 Business Problem or Opportunity and Causing Conditions

The Higher Education Act as Amended in 1998 created a Performance Based Organization (PBO) for the Office of Federal Student Aid (FSA) within the Department of Education (ED). This legislation provided FSA with the authority to be responsible for a financial management system to support its program and administration funds. Unlike best of business organizations, FSA did not have an integrated financial management system from which it can provide timely, accurate financial information about all its program obligations, commitments and expenditures to its managers and employees and outside stakeholders. One of the three interim objectives of FSA is to reduce the overall cost of delivering student aid. An indicator of success and a necessary method of measuring this objective is the design of a subsidiary-style financial management system that supports FSA, is Joint Financial Management Improvement Program (JFMIP) compliant, is appropriately linked to the Department's financial management system, and is at a level that is consistent with the FSA Modernization Blueprint (of April 7, 2000).

The FSA "Modernization Blueprint" describes the business requirements, business and technical architecture, and sequencing plan that FSA will use to transform FSA within the next 2 to 3 years using leading edge technology. These elements provide the focus, framework, and actions to make the FSA vision a reality. The Blueprint provides a high-level overview of a shared vision and plans for moving the financial aid system into the next century. Included in the Blueprint is the recognized need for an FSA Financial Management System.

A key business requirement of the financial management function within the modernization document is an integrated financial management system that manages the flow of financial and/or financial-related information across all of FSA's information systems. In order to perform new specific financial management functions mandated by statute, FSA will need its own "best in business" integrated financial management system.

Conceptually, the FSA FMS will incorporate Financial Management users, systems, data and processes into useful, accurate, and timely information to be utilized across all FSA channels, enterprise areas, partners, and stakeholders.

A consolidated financial management system for FSA will provide FSA with the ability to financially report information and statistics across Programs, consolidate redundant processes, manage cash and funding activities, and provide the ability to report to Congress and other outside organizations summary and detailed accounting on FSA grant, loan, and operational activity.

In order to overcome some of the inherent complexities and dependencies, from both a systems and organizational view, FSA has established a Phased approach for implementing its new Financial Management System. Each phase will establish additional incremental benefit, will be built on prior phase success, and will move FSA towards its shared FMS vision.

## 2.3 Existing Systems

FMS went live with Phase II in October 2000, and subsequent Phase III releases in 2001, and January 2002. The current initiative expands on that work with the integration of other FSA modernization efforts, and an upgrade to the Oracle base product.

## 2.4 Solution Impact

(If this is an implemented initiative with no enhancements, then address item (3) only)

1. Interfaces to FMS will be built to exchange information between FSA FMS and other FSA subsystems. There will be changes to business processes such as system balancing and reconciliation between COD, FMS and the Credit Management Data Mart. The greatest impact area will be the implementation of the FSA/Title IV web-based draw down and award capability.
2. The following specific systems will be impacted by this initiative:
  - DLSS – incorporate changes required due to reengineering efforts
  - DLCS – incorporate changes required due to reengineering efforts
  - NSLDS – incorporate changes required due to reengineering efforts
  - DMCS – replace sub-ledger functionality with FSA FMS functionality
  - EAI – develop interfaces as required due to reengineered subsystems
  - Forms 2000/Lender Redesign – modify/enhance design to accommodate product upgrade
  - COD – modify/enhance existing interfaces to accommodate interface updates and upgrade
  - ED GAPS/FMSS – modify/enhance existing interfaces to accommodate interface updates and upgrade
3. End users of this functionality include all FSA recipient institutions who currently use GAPS to draw down or or receive FSA funds, including approximately 5000 schools, 56 states and territories and 4000 lenders.
4. FMS project owners will continue to conduct interface meetings with respective system owners that it will be exchanging information, during development or enhancement of interfaces.
5. Employee training will need to be provided to enable them to operate the new modules of this initiative.

## 2.5 Business Process Reengineering

(Applies only to New Business Process Support and Program Delivery Systems)

The following business processes will be re-designed and simplified:

- Lender Re-design: This process will automate the Form 799 which is currently paper-based (end of Phase4)
- Web draw down: This process will enable schools to draw down money faster, in the next integration phase.

## 2.6 Mandatory Requirement

The Higher Education Act of 1998 mandates that FSA becomes a Performance Based Organization (PBO). This legislation also provided FSA with the authority to be responsible for a financial management system to support its program and administration funds.

## 2.7 Consequence of Not Funding the Initiative

Failure to implement FMS Modernization Integration will result in FSA not meeting its goal to modernize and integrate all stove-pipe systems, and reduce it's high risk status. Additionally, FMS will not be able to provide the integration capability for a number of FSA reengineered subsystems

Failure to fund the upgrade to Oracle 11i will jeopardize the ongoing Oracle support of the financial package.

## 3.0 Strategic Alignment

### 3.1 OMB E-Government Initiative Alignment

- ☐ Consolidated Health Information
- ☐ Disaster Assistance and Crisis Response
- ☐ E-Authentication
- ☐ E-Grants
- ☐ E-Payroll/HR
- ☐ E-Training
- ☐ E-Travel
- ☐ E-Vital
- ☐ Electronic Records Management
- ☐ Eligibility Assistance Online
- ☐ Expanding Electronic Tax Products for Businesses
- ☐ EZ Tax Filing
- ☐ Federal Asset Sales
- ☐ Federal Enterprise Architecture
- ☐ Geospatial Information One Stop
- ☐ Integrated Acquisition Environment
- ☐ Integrated Human Resources/e-Clearance
- ☐ International Trade Process Streamlining
- ☐ One Stop Business Compliance Information
- ☐ Online Access for Loans
- ☐ Online Rulemaking Management
- ☐ Recreation One Stop
- ☐ Recruitment One Stop
- ☐ USA Services
- ☐ Wireless Public Safety Interoperable Communications – Project SAFECOM
- ☒ None of the Above

### 3.2 Mission Alignment

**- Goal 1: Create a Culture of Achievement**

- ☐ Objective 1.1 Link federal education funding to accountability for results.
- ☐ Objective 1.2 Increase flexibility and local control.
- ☐ Objective 1.3 Increase information and options for parents.
- ☐ Objective 1.4 Encourage the use of scientifically based methods within federal education programs.

**- Goal 2: Improve Student Achievement**

- ☐ Objective 2.1 Ensure that all students read at grade level by the third grade.
- ☐ Objective 2.2 Improve math and science for all students.
- ☐ Objective 2.3 Improve the performance of all high school students.
- ☐ Objective 2.4 Improve teacher and principal quality.

**- Goal 3: Develop Safe Schools and Strong Character**

- ☐ Objective 3.1 Ensure that our nation's schools are safe and drug-free and that students are free of alcohol, tobacco, and other drugs.
- ☐ Objective 3.2 Promote strong character and citizenship among our nation's youth.

**- Goal 4: Transform Education into an Evidence-Based Field**

- ☐ Objective 4.1 Raise the quality of research funded or conducted by the Department.
- ☐ Objective 4.2 Increase the relevance of our research in order to meet the needs of our customers.

**- Goal 5: Enhance the Quality of and Access to Postsecondary & Adult Education**

- ☐ Objective 5.1 Reduce the gaps in college access and completion among student populations differing by race/ethnicity, socioeconomic status, and disability while increasing the educational attainment of all.
- ☐ Objective 5.2 Strengthen accountability of postsecondary institutions.
- ☐ Objective 5.3 Establish effective funding mechanisms for postsecondary education.
- ☐ Objective 5.4 Strengthen Historically Black Colleges and Universities, Hispanic Serving Institutions, and Tribal College and Universities.
- ☐ Objective 5.5 Enhance the literacy skills of American adults.

**- Goal 6: Establish Management Excellence**

- ☒ Objective 6.1 Develop and maintain financial integrity and management and internal controls.
- ☐ Objective 6.2 Improve the strategic management of the Department's human capital.
- ☐ Objective 6.3 Manage information technology resources, using e-gov, to improve service for our customers and partners.
- ☒ Objective 6.4 Modernize the Federal Student Aid programs and reduce their high-risk status.
- ☐ Objective 6.5 Achieve budget and performance integration to link funding decisions to results.
- ☐ Objective 6.6 Leverage the contributions of community-and faith-based organizations to increase the effectiveness of Department programs.
- ☐ Objective 6.7 By becoming a high performance, customer-focused organization, earn the President's Quality Award.

☐ None of the Above

### 3.3 Strategic Plan Strategies Supported

#### Strategic Objective 6.1

##### Develop and maintain financial integrity and management and internal controls

- **Update and integrate financial systems.** We will implement a new financial system capable of producing timely and reliable financial data and reconcile systems to the general ledger.
- **Prepare financial statements to provide leading data on Department performance.** The Department will create quarterly financial statements to track financial performance against agreed upon budgets.
- **Analyze data to reduce fraud.** The Department will create data analysis capabilities within financial and program management systems and will refer any cases of suspected fraud to the Inspector General's office.
- **Review existing internal controls and implement changes where necessary.** These efforts will include processes for monitoring and holding grantees, contractors, guarantors and lenders accountable and closing open audit recommendations.

#### Strategic Objective 6.4

##### Modernize the Federal Student Aid programs and reduce their high-risk status

- **Create an efficient and integrated delivery system.** We will use new technologies and integrate systems by eliminating, consolidating, and redesigning the thirteen current legacy systems to improve service, cut costs and reduce the improper payment of student aid funds.
- **Improve program monitoring.** The Department will strengthen financial management and internal controls so that relevant, timely information is available to manage day-to-day operations. We will improve technical assistance and increase program monitoring.

### 3.4 Quality Indicators

Quality Indicators	Performance Measures	Target
Scope management	# of change requests	<=10%
	# of requirements	<=10%
Product Quality	Total # of errors found during peer review	<= 0.25
	# of Defect SIRs	<=0.2
Process Quality	Quality and timeliness of reviews	>= 90%
Schedule Quality	budgeted cost of work performed	>= 90%
	schedule efficiency index	>= 90%
Effort, Management, and Cost	Cost Performance Index	>= 90%
Risk Management	total # of risks realized	<= 5%
	total # of risks	<= 5%
	risk exposure	<= 5%

During the FMS development phase, quality indicators focus on the timeliness of deliverables and the accuracy of those deliverables. The project also tracks Quality Performance Indicators on a monthly basis as required to be CMM-compliant (i.e. Capability Maturity Model). A Production Readiness Review (PRR) is conducted for each FMS release to help ensure that business requirements have been properly designed, built and tested prior to go-live. IV&V results are reviewed to validate compliance. In addition, CIO and affected business areas personnel sign-off on the release.

## 4.0 Technology Initiative

### 4.1 Initiation Date

Funding was initially expended on October1, 1999

### 4.2 Initiative Deployment / Implementation Date

FMS has been previously implemented in four phases with each phase containing one or more releases. The initial release was in October 2000.

### 4.3 Initiative Phase

☐ Under Development  
☐ Maintenance Only  
☒ Maintenance with Enhancements

### 4.4 Initiative Scope



Maintenance scope includes:

#### **Upgrade to Oracle Federal Financials Release 11i**

The upgrade to Release 11i will involve assessing the functional and technical impacts of the new release on the existing Oracle environment and implementing required changes to the infrastructure, reports, interfaces, conversions and extensions. In addition, the existing processes and procedures will be analyzed and modified to address the new functionality.

Enhancement scope includes:

#### **Enhancement of Interfaces to support ongoing modernization and reengineering efforts**

Interfaces to support Modernization efforts for DCS Reengineering, DLS Reengineering, DLC Reengineering, NSLDS II and other reengineering efforts, including integration with EAI for this initiatives

FMS serves as the conduit for financial transactions from all FSA subsystems. As such, FMS will need to review and develop interfaces to any new or reengineered FSA subsystem.

#### **Enhanced coordination and integration with the Department of Education's financial management systems**

As the Department and FSA continue to work together, additional interaction between FMS and their management systems will be required. For example, budgetary information for FSA's programs is being manually entered into FMS based on email or fax information from the Department's Budget Services office. This scope area seeks to enhance that business process to reduce the redundant manual entry (entries into Financial Management Support System [FMSS] as well as into FMS). There are several possible options for revisions to the business process, which will be considered. Each option entails different levels of transition management with ED and different levels of development work.

#### **Potential ongoing enhancements due to Forms 2000, Lender Redesign and COD**

FSA has been able to streamline several processes through FMS. As these processes mature, enhancements to these functional areas will be required. This scope area is intended to allow for development and deployment of such enhancements that are identified as high priority.

### **4.5 Assumptions, Constraints, and Dependencies**

1. Assumptions
  - Cost savings will be increased by maximizing the use of Oracle Federal Financials built-in business practices and minimizing custom modification to the system
2. Constraints
  - The Upgrade to Oracle 11i may or may not be integrated with the Department of Education's upgrade efforts to Oracle 11i. A separate mitigating action is addressing this constraint – performing a 3-month analysis and planning phase to facilitate either an independent FMS upgrade to Oracle 11i or a combined upgrade effort with the Department.
3. Dependencies
  - The FMS Initiative is dependent on other modernized system interfaces (such as DCS, DLS and NSLDS) providing the necessary technical information and access as required for interface design, development and testing

### **4.6 Outstanding Issues**

Throughout the previous phases, accounting division input and direction has been limited and the following issue has been identified:

The Accounting Integrity Board (AIB) reviews accounting policies and changes to rules, and has determined that there is a difference between the accounting rules configured in the FMS system vs. the accounting rules configured in FMSS, which FMS feeds. Due to the difference in configuration of rules, various adjustments need to be made to the formats that are fed to FMSS.

## 4.7 Benefits

FMS supports FSA's Performance Based Organization (PBO) objectives of Cost Reduction, Employee Satisfaction, and Customer Satisfaction. First and foremost, FMS will provide the financial accounting mechanism critical to an organization responsible for \$65B+ of grant and loan awards and through which FSA objectives can in part be measured (i.e., for financial-based measures). FMS will provide the following:

Reduce the overall unit cost of Delivering Student Aid:

- Provide new integrated system that will replace financial management systems currently residing in legacy program systems. As seen in the Phase II implementation of the initial GA Forms 2000, this will result in the reduction of contract and FTE needs in other Channels as more of the work that is done is performed through the use of the COTS product and reengineered work processes.
- Provide effective funds management and budget controls
- Provide sufficient level of data for strategic decision making
- Provide cost and performance-based information
- Provide better integrity and internal controls over costs and program funds in the delivery system

Improve Employee Satisfaction:

- Provide timely information retrieval and reporting to meet business needs
- Enable employees to make accurate decisions with complete and timely information
- Provide employees with better tools which will increase their accuracy and efficiency by reducing manual, paper-based work efforts

Improve Customer Service:

- Improve response time to financial information by providing a single source of current, on-line, accurate data
- Provide access to program financial data

Quantified Benefit (\$)	How will benefit be measured/realized?	When will benefit be realized?
As the integrated financial management system, FMS will replace several financial management modules/ systems currently residing in legacy program systems, which should result in a reduction of duplication of efforts under several contracts.	Baseline current costs and related activities and comparing/measuring actual costs for new system and related activities to support it.	Upon the retirement of: <ul style="list-style-type: none"> <li>• RFMS sub-ledger (per the COD RFMS retirement timeline)</li> <li>• DMCS sub-ledger (per the DMCS IPT timeline)</li> </ul>
As seen in the Phase II implementation of the initial GA Forms 2000, this will result in the reduction of contract and FTE needs in other Channels for funding/accounting/and reconciliation processes as more of the work is performed through the use of the COTS product and reengineered work processes.	It is expected that substantial reductions in contract and personnel costs will be achieved through the implementation and consolidation of the financial management functionality of the various program systems to the FMS COTS package.	
	Financial Partners expects that most, if not all, of the functionality currently in the FFEL subsystems that are currently supporting the GA and lender payment processes will be transferred to the FMS COTS, particularly after they have reengineered their reporting processes and vehicles. These subsystems currently cost approximately \$7.5 million a year to operate and maintain, and have many FSA personnel supporting them. These FSA personnel can be deployed to meet other needs of Financial Partners or the PBO as a whole.	Per the Lender Re-design business case, benefit will be realized upon the release of that new process.

Provide effective funds management and budget controls.	Through the use of FSA FMS, in particular the funds checking capabilities.	Immediately upon the use of the application functionality of FSA FMS for these purposes.
Provide better integrity and internal controls over costs and program funds in the delivery system.	Through the use of FSA FMS in the business processes it supports, in particular making use of the separation of duties it can provide, as well as its funds checking capabilities.	Immediately upon the use of the application functionality of FSA FMS for these purposes.
Provide cost and performance-based information.	Through the use of FSA FMS, in particular the reporting capabilities on the financial information it maintains.	Immediately upon the use of the application functionality in FSA FMS for these purposes.
Provide sufficient level of data for strategic decision making	Through the use of FSA FMS, in particular the reporting capabilities on the financial information it maintains.	Immediately upon the use of the application functionality in FSA FMS for these purposes.
Assumptions		
<ul style="list-style-type: none"> <li>- Cost savings will be increased by maximizing the use of Oracle Federal Financials built-in business practices and minimizing custom modifications to the system.</li> <li>- GAPS will continue to be used for payments</li> <li>- FSA Oracle GL to ED/CFO Oracle GL interface implemented in Phase III will continue</li> <li>- The PELL sub-ledger will be retired</li> <li>- FSA funding and approval will be received within the projected timeframes</li> <li>- Other systems interfaced will provide the necessary technical information and access as required for interface design, development, and testing</li> </ul>		

#### Increase Customer Satisfaction

Quantified/Qualitative Benefit	How will benefit be measured/realized?	When will benefit be realized?
Improve response time to financial information by providing a single source of current, on-line, accurate data.	Ratings on Customer Satisfaction Surveys. Reduction in complaint calls seeking clarification due to data inconsistency.	Immediately upon the rollout of the funding/ drawdown mechanism that is tightly integrated with FMS as well as COD
Provide access to program financial data	Ratings on Customer Satisfaction Surveys. Reduction in time to respond to calls seeking clarification due to data inconsistency.	Immediately upon the rollout of each of the releases (for the respective affected programs)
Assumptions		
See above assumptions.		

#### Increase Employee Satisfaction

Quantified/Qualitative Benefit	How will benefit be measured/realized?	When will benefit be realized?
Provide timely information retrieval and reporting to meet business needs.	From employee feedback.	Immediately upon Phase IV rollout.
Enable employees to make accurate decisions with complete and timely information.	From employee feedback.	Immediately upon Phase IV rollout.

Provide employees with better tools and training, which will increase their accuracy and efficiency by reducing manual, paper-based work efforts.	From employee feedback.	Immediately upon Phase IV rollout.
Assumptions		
See above assumptions.		
<b>4.8 Crosscutting Initiative</b>		
<p> <input type="checkbox"/> Entire Department  <input type="checkbox"/> Office for Civil Rights  <input type="checkbox"/> Office of Educational Research and Improvement  <input type="checkbox"/> Office of Elementary and Secondary Education  <input type="checkbox"/> Office of English Language Acquisition  <input type="checkbox"/> Office of Postsecondary Education  <input type="checkbox"/> Office of Special Educational and Rehabilitation Services  <input checked="" type="checkbox"/> Federal Student Aid  <input type="checkbox"/> Office of Vocational and Adult Education  <input checked="" type="checkbox"/> Office of the Chief Financial Officer  <input type="checkbox"/> Office of the Chief Information Officer  <input type="checkbox"/> Office of the General Counsel  <input type="checkbox"/> Office of Inspector General  <input type="checkbox"/> Office of Intergovernmental and Interagency Affairs  <input type="checkbox"/> Office of Legislation and Congressional Affairs  <input type="checkbox"/> Office of Management  <input type="checkbox"/> Office of Public Affairs  <input type="checkbox"/> Entities outside of the Department </p>		
<b>4.9 Audit Finding</b>		
The audit entrance was held in April 2002.		

**4.10 Alternatives Analysis**

(This Applies Only To Initiatives Under Development or Being Implemented.)

<b>Alternatives</b>	<b>Description</b>	<b>Total Life Cycle Costs</b>	<b>Benefits</b>	<b>Drawbacks</b>
Alternative 1: Upgrade and enhance the existing system	Provide additional functionality to current system and use of Oracle 11i capabilities for financial management	FY2001-2007 – approx. \$123M over 7 years	<ul style="list-style-type: none"><li>- Current federal financials as a stand-alone solution.</li><li>- Improve response time to financial information by providing a single source of current, on-line, accurate data.</li><li>- Provide better integrity and internal controls over costs and program funds in the delivery system.</li></ul>	FMS Modernization Integration and Upgrade Phase IV involves interfacing to the new systems being implemented as well as upgrading the existing FMS platform. As such, this initiative can be seen as enhancing the current FMS. FMS will be dependent on schedules of ongoing modernization efforts to complete development of interfaces
Alternative 2: Remain as-is	Use current systems and processes	FY2001 - FY2007 – approx. \$83M	Current federal financial solutions as a stand-alone solution.	Failure to implement FMS Modernization Integration and Upgrade will dramatically affect the entire FSA Modernization effort because FMS will not be in sync to interface with ongoing modernization systems, thereby impacting FSA's success.
Alternative 3: Implement on a smaller scale	A scaled back solution	FY2001- FY2007 – approx. \$80M	None	This initiative could be delayed over a longer period of time, but the benefits would be realized more slowly. In the interim, FSA would not support the end user community and provide very limited functionality. Additionally, FSA would have to rely on the Department's financial management systems and processes that in the past have not been able to accommodate FSA's program specific needs and timelines for change.

Due to the strategic objective of FSA to create an efficient and integrated delivery system, and the cost benefits to modernizing the existing system, Alternative 1 was chosen.

## 5.0 Enterprise Architecture

### 5.1 Use of COTS/GOTS

Percentage of COTS/GOTS Components:

- ☐ 0 - 25%
- ☐ 26 - 50%
- ☐ 51 - 75%
- ☒ 76 - 100%
- ☐ Not Applicable

### 5.2 Consistency with Product Support Plan

(Please refer to Appendix A to identify supported products and indicate non-supported products below)

All software products are consistent with the Product Support Plan. Some specific software includes:

- Oracle Database Enterprise Edition
- Diagnostics Management Pack
- Tuning Management Pack
- Management Pack for Oracle Applications
- Internet Application Server Standard Edition (iAS)
- Oracle Purchasing
- Oracle Financials
- Oracle Tutor for Applications
- Internet Developer Suite (iDS)

### 5.3 Section 508 Compliance

(Accessibility)

1. No.
2. No.
3. FSA FMS is based upon the Oracle Federal Financials suite of applications, version 11.03, plus some extensions to the applications that have been built using Oracle tools to meet FSA's business needs. The current release has received a Section 508 waiver because FMS was developed prior to the Section 508 existence. However, Oracle Federal Financial Release 11i provides compliance with Section 508, and confirmation of Oracle compliance will be secured.

### 5.4 Government Paperwork Elimination Act (GPEA)

(Business Process Support and Program Delivery Systems only)

1. The transaction and record keeping functions include entry and submission of invoices and other financial forms to FSA, reviewing the submitted data and receiving payment.
2. This initiative does implement electronic transactions, as covered by the GPEA.
3. The respondents include data from Guarantee Agencies, States, Lenders and Service Providers. This initiative is covered under OMB control #: 1845-0039 (Fed Pell program RFMS with 3950083 respondents) and control#. 1845-0026 (GA Financial Reports with 432 respondents/year).

### 5.5 Information Management

(Business Process Support and Program Delivery Systems only)

1. Respondents include Guaranty Agencies, Lenders, Servicers, as well as State Education Agencies.
2. Information is collected throughout the year.
3. OMB Form 83-1 and certification are not considered applicable to the financial information collected. FMS continues to support information management by providing streamlined business processes that result in accessible data for management reporting.

#### 5.6 Privacy

1. No
2. The system does not have a Privacy Act Notice since borrower level information is not contained within the system.

#### 5.7 Security

(This question applies if the initiative meets the definition of major application or general support system as defined in OMB Circular A-130.)

**Part 1 – a.** (Please enter a date in the form of MM/DD/YYYY or N/C)

01/15/2002

**Part 1 – b.** (Please enter a date in the form of MM/DD/YYYY or N/A)

N/A

**Part 1 – c.**

N/A

**Part 2 – a.** (Please enter a date in the form of MM/DD/YYYY or N/C)

03/01/2002

**Part 2 – b.** (Please enter a date in the form of MM/DD/YYYY or N/A)

N/A

**Part 2 – c.**

An IT Security assessment was completed in March 2002, however another assessment will occur 1 month prior to production to include new initiative information.

**Part 3 – a.** (Please enter a date in the form of MM/DD/YYYY or N/C)

04/30/2002

**Part 3 – b.** (Please enter a date in the form of MM/DD/YYYY or N/A)

N/A

**Part 3 – c.**

Item 3 - a. is Pending CFO approval. The System Security plan, Configuration Management plan and Disaster Recovery plan is scheduled to meet the Department's deadline that is currently set for June 15. Additionally, the plans will be updated to include new initiative information.

**Part 4 – a.** (Please enter a date in the form of MM/DD/YYYY or N/C)

10/01/2001

**Part 4 – b.** (Please enter a date in the form of MM/DD/YYYY or N/A)

N/A

**Part 4 – c.**

The NIST self-assessment document is scheduled to meet the Department deadline currently set for June 30. Additionally, the document will be updated to include new initiative information.

**Part 5 – a.** (Please enter a date in the form of MM/DD/YYYY or N/C)

N/C

**Part 5 – b.** (Please enter a date in the form of MM/DD/YYYY or N/A)

09/30/2002

**Part 5 – c.**

The Certification and Accreditation document is scheduled to meet the Department deadline of September 30. Additionally, the document will be updated to include new initiative information.

**Part 6 – a.** (Please enter a date in the form of MM/DD/YYYY or N/C)

N/C

**Part 6 – b.** (Please enter a date in the form of MM/DD/YYYY or N/A)

12/31/2002

**Part 6 – c.**

This meeting is scheduled to complete official Accreditation and will meet the Department deadline currently set for December 31.

## 6.0 Risk and Project Management

### 6.1 Risk Management

Risk Category	Risk Description	Risk Probability	Risk Impact	Management Strategy
Strategic	N/A	N/A	N/A	N/A
Organizational/Change Management	N/A	N/A	N/A	N/A
Project Resources (Financial, Personnel, etc.)	Lack of resources within FSA; Lack of SME sufficient to provide intricate details on process and dependencies; Inadequate existing contractor support due to contract demise or realignment.	High	High	Leverage Modernization Partner resources to manage the project; work closely with eCAD technology Product Management Teams and the FSA Project Lead (or designee) to resolve issues
Project Management	N/A	N/A	N/A	N/A
Business	N/A	N/A	N/A	N/A



Data/Information	External access to more information contained within FSA may expose some inaccuracies contained within systems	High	High	Acknowledge the potential for the inaccuracy and enable FSA to determine appropriate strategies for corrective action. The Channel needs to be responsible for content that they provide. Arbitration of data integrity should exist at a level exclusive of specific channel direction to ensure impartiality.
Application	N/A	N/A	N/A	N/A
Technology/Infrastructure	Relatively new technology for FSA	High	High	Apply 'lessons learned' from Phase III implementation, and other development initiatives; use experts from Modernization Partner and vendor personnel.
Security	Given that FMS is a critical FSA system, it runs the risk of data being deleted or changed by unauthorized users.	Medium	High	Build controls, create security plans, risk assessments, test, certify and accredit the system with these changes.
Privacy	N/A	N/A	N/A	N/A
Financial	Cost overruns due to rework; expanding scope; delay in receiving approval of deliverables, resolution of issues, and establishment of technical environments	High	High	Develop/use existing standards; maintain close coordination between the project team and those responsible for approvals and resolutions; provide sufficient lead-time for CIO IT Services and the VDC.

## 6.2 Operational Performance Measures

1. Operational Performance measures include:
  - System response time
  - Operations resolution time
  - Resolution quality
  - Work estimate accuracy
  - Service reporting delivery
  - Help desk metrics
  - Change request volume
2. August 1, 2004 (prior to final maintenance phase of FY04)

## 6.3 General Acquisition Strategy

1. Single Contract.
2. This initiative will be contracted as a Firm Fixed Price with the FSA Modernization Partner.
3. No financial incentives or performance based contracting components will be used. The contract type is Blanket Purchase Agreement (BPA) under GSA Schedule 70 Contract (GS-35F-4692G) implemented using Task Orders (FP, FP Share in Savings IF, and T&M).
4. 9/30/02. Same as GSA Contract (9/7/99 – 9/30/02, with two 5 year options)
5. Blanket Purchase Agreement (BPA) under GSA Schedule 70 Contract (GS-35F-4692G) implemented using Task Orders (FP, FP Share in Savings IF, and T&M) for the Mod Partner project. BPA #:ED-99-DO-0002.
6. N/A
7. N/A
8. N/A
9. N/A
10. N/A

## **APPENDIX A**

### **Hardware**

#### **Personal Computers**

##### *Primary Support*

\_\_\_ Compaq Professional Pentium II (266 MHz or faster), minimum 64 MB of RAM, 3.0 GB of Hard Drive available for OCIO configuration

\_\_\_ Professional Dell Pentium II (266 MHz or faster), minimum 64 MB of RAM, 3.0 GB of Hard Drive available for OCIO configuration

##### *Secondary Support*

\_\_\_ As defined in OCIO non-standard workstation policy

#### **Laptops**

##### *Primary Support*

\_\_\_ Dell Pentium II (266 MHz or faster), minimum 64 MB of RAM, 3.0 GB of Hard Drive available for OCIO configuration

\_\_\_ Toshiba Pentium II (266 MHz or faster), minimum 64 MB of RAM, 3.0 GB of Hard Drive available for OCIO configuration

##### *Secondary Support*

\_\_\_ As defined in OCIO non-standard workstation policy

#### **Printers**

##### *Primary Support*

\_\_\_ HP LaserJet 5 and newer

##### *Secondary Support*

\_\_\_ HP LaserJet 4

#### **Monitors**

##### *Primary Support*

\_\_\_ 17-inch or larger, capable of 1024x768 resolution

#### **Personal Digital Assistants (PDA)**

##### *Primary Support*

\_\_\_ Blackberry RIM 957

\_\_\_ Blackberry RIM 950

##### *Secondary Support*

\_\_\_ IntelliSync

\_\_\_ Microsoft ActiveSync 3.1 or newer

### **Software**

#### **Client Operating Systems**

##### *Primary Support*

\_\_\_ Windows 2000 Professional Service Pack (SP)2

##### *Secondary Support*

\_\_\_ As defined in OCIO non-standard workstation policy

#### **Office Suites**

##### *Primary Support*

\_\_\_ Office 2000 Service Release (SR) 1A with Word 2000, Excel 2000, PowerPoint 2000, Access 2000

#### **Anti-Virus Software**

##### *Primary Support*

\_\_\_ Norton AntiVirus 2000 Corporate Edition 7.5

### **Communications**

*Primary Support*

\_\_\_ Citrix ICA

*Secondary Support*

\_\_\_ Citrix Winframe

### **Terminal Emulation Software**

*Primary Support*

\_\_\_ Attachmate 6.5

### **Database Clients**

*Primary Support*

\_\_\_ Oracle 8.1.7 Client

\_\_\_ Microstrategy 7

### **Electronic Mail Software**

*Primary Support*

\_\_\_ Outlook 2000

### **Internet Browsers**

*Primary Support*

\_\_\_ Internet Explorer 5.5 SP1 (128-bit encryption)

*Secondary Support*

\_\_\_ Netscape 4.x

### **Helper Plug-Ins**

*Primary Support*

\_\_\_ Adobe Acrobat Reader 5.0 and newer

\_\_\_ RealPlayer 8.0 Intranet

### **Project Management Software**

*Primary Support*

\_\_\_ Microsoft Project 2000

\_\_\_ TeamMate 2000

### **Web/Desktop Publishing Software**

*Secondary Support*

\_\_\_ Adobe Illustrator 7.0

\_\_\_ Adobe PageMaker 6.5 and newer

\_\_\_ Adobe Photoshop 5.0

\_\_\_ Interwoven LaunchPad

\_\_\_ Macromedia Dreamweaver 2.0 and newer

\_\_\_ Macromedia Fireworks 2.0 and newer

\_\_\_ Macromedia FreeHand 7.0

\_\_\_ Macromedia HomeSite 4.0

\_\_\_ NetViz 4.0

\_\_\_ Publisher 2000

### **Groupware**

*Secondary Support*

\_\_\_ Lotus Notes Client (all versions)

## **Assistive Technology Software**

### *Primary Support*

- \_\_\_ Aladdin Genie CCTV
- \_\_\_ Dragon Systems NaturallySpeaking 4.0 and newer
- \_\_\_ Freedom Scientific JAWS for Windows 3.7
- \_\_\_ Gus Word Prediction
- \_\_\_ IBM Homepage Reader 2.5 and newer
- \_\_\_ NexCom 300 TTY modem, which requires an ISA slot
- \_\_\_ NexTalk/NTS, NXI Communications NTS 3.41 and newer
- \_\_\_ ZoomText Xtra Level 2 7.04 and newer

### *Secondary Support*

- \_\_\_ NXI Communications NexTalk for Windows
- \_\_\_ WinTalk modem

## **Principal Office-Specialized Applications**

### *Primary Support*

- \_\_\_ ARCHIBUS/FM-10
- \_\_\_ CARS
- \_\_\_ CCM Plus
- \_\_\_ CMIS
- \_\_\_ DACS
- \_\_\_ EDCAPS
- \_\_\_ EDICS
- \_\_\_ Folio Builder 4.2
- \_\_\_ Folio Views 4.2
- \_\_\_ HEATWEB 3.11
- \_\_\_ IAS
- \_\_\_ Method/1 GuideVersion 11
- \_\_\_ Monarch Professional 5.02
- \_\_\_ Ombusman Case Tracking System 2.0
- \_\_\_ Peer Review System
- \_\_\_ TRAINS

### *Secondary Support*

- \_\_\_ CMTS
- \_\_\_ DLOS
- \_\_\_ Folio Views 3.11
- \_\_\_ GAPS
- \_\_\_ GPAS
- \_\_\_ IEFARS
- \_\_\_ OCR Electronic Library
- \_\_\_ OSERS Quick
- \_\_\_ PC Travel Drop Box
- \_\_\_ PEPS
- \_\_\_ PFIE
- \_\_\_ Response Phone System
- \_\_\_ SACONS
- \_\_\_ Total Access Agent

## **Network Operating Systems and Enterprise Software**

### *Primary Support*

- \_\_\_ Cisco IOS 12.1(5) (Router)
- \_\_\_ Cisco IOS 6.1(2) and newer (Switch)
- \_\_\_ Microsoft Exchange 5.5 SP4
- \_\_\_ Microsoft SMS 2.0 SP3
- \_\_\_ Microsoft NT Server 4.0 SP6a
- \_\_\_ Microsoft Windows 2000 Server SP2
- \_\_\_ Netscape Compass Server 3.0 (SPARC)

- \_\_\_ Netscape Enterprise Server 3.51 (SPARC)
- \_\_\_ Oracle 8.1.7
- \_\_\_ Raptor Firewall with PowerVPN Version 6.5
- \_\_\_ Solaris 2.6 (SPARC)
- \_\_\_ SQL Server 7.0 SP5
- \_\_\_ SQL Server 2000 SP1
- \_\_\_ Terminal Server 4.0 SP6a
- Secondary Support*
- \_\_\_ All versions of Linux
- \_\_\_ All versions of Lotus Notes
- \_\_\_ Microsoft Internet Information Server 4.0 and newer
- \_\_\_ SQL Server 6.5